

For Immediate Release

December 30, 2020

HART ORGANIZATIONALLY SOUND AT YEAR'S END

(HONOLULU)- The results of an agency-wide survey conducted by the Honolulu Authority for Rapid Transportation (HART) and analyzed by an independent third party show marked improvement in internal communications and other important areas of the organization.

HART conducted organizational climate surveys in both 2019 and 2020.

“The purpose of these surveys was to obtain feedback from HART employees to understand what is working well and where improvement is needed, all with the goal of developing a well-performing team ready to tackle the challenges of the rail project,” said HART Executive Director and CEO Andrew Robbins.

The 2019 survey, the first of its kind performed at HART, revealed that employees in general were inspired by the purpose and mission of HART, felt that their jobs made a difference in the lives of others and had a general sense of personal accomplishment and personal growth. Further, employees felt confident in the direction and strategy of executive management to complete the project.

The 2019 survey did reveal a need to improve internal and particularly inter-departmental communications.

In the follow-up survey just completed, the findings suggest that communications efforts have improved significantly, and these communications have likely played a role in boosting morale at the Authority.

These survey results follow other metrics on HART's performance as an organization that were received during 2020.

In a follow-up to the audit performed by the City Auditor in 2016 and again in 2018, the City Auditor found that of the 18 recommendations made to improve HART's performance, 12 were fully implemented, 3 were resolved through an alternative solution that fully addressed the finding or risk, and 3 had been started and partially implemented.

HART also completed its annual Quality Assurance, Environmental Compliance and Safety & Security Audit in December 2020. The Audit team found 5 positive findings, 2

observations and 4 suggestions. This audit was reported by HART's Quality Manager as the best outcome in the 11 years of HART's existence.

"I would like to thank the HART team for their engagement in the survey, and for their honest feedback to help HART improve as an organization. We had a participation of 84%. I would also like to thank the HART executive management team, in this case led by COO David Uchiyama and Deputy Executive Director Joyce Oliveira, for diligently following up on the 2019 survey, taking action and making these notable improvements. I would also like to thank the HART CFO Ruth Lohr for her follow up on the City audit recommendations," Robbins said.

"As I wrap up my duties as CEO of HART, I am confident that the HART Staff is well-positioned to move forward confidently in overcoming challenges and delivering a world-class rail transit system to the people of this City and State."

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